

# MENU OF SERVICES COLLABORATIVE PROJECT

*Iowa Vocational Rehabilitation Services  
&  
Community Rehabilitation Providers*



*Finding solutions. Generating success.*

# Menu of Services Manual

January 2015

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# Menu of Services Introduction

The Menu of Services is an outcome-oriented process of service delivery designed to result in employment for job candidates of Iowa Vocational Rehabilitation Services (IVRS). The concept behind the Menu of Services' approach and the flexibility it offers has been in place since 2001.

The revision and updates to the Menu of Services is the result of collaborative projects between the Community Rehabilitation Program (CRP) partners in the State of Iowa and IVRS. This update recognizes the need to consider employment opportunities for all individuals with the most significant disabilities - not only to comply with federal requirements and the Olmstead decision, but also because each individual should have the opportunity to attempt competitive employment in an integrated work setting at minimum wage or higher if so desired.

## **Employment First**

In 2011-13, the State of Iowa received a grant to focus on Employment First initiatives, customized employment strategies and alignment of service delivery systems and funding for those services across state systems. IVRS was the lead agency for the Employment First Project. Three initial goals were identified: 1) Identifying a unified cross-agency rate structure that promotes and incentivizes integrated employment. 2) Identify and train community service providers and their related partner/disability service professionals in the implementation of customized employment techniques; 3) Improve communication and collaboration among state departments related to Employment First principles.

IVRS was actively involved as a collaborative partner with each of these three goals. Simultaneous to this, the Department of Human Services began to evaluate their fee structure and IVRS agreed to continue conversations (both program and financial) to develop a cohesive system that increases employment outcomes for individuals with disabilities.

All of this information - from its inception through the present - have influenced the decisions and policies contained within the Menu of Services.

## **Menu of Services Goals**

- ❖ Develop a flexible consumer-driven, outcome-oriented service delivery system.
- ❖ Implement a statewide system with standardized payments and quality core services.
- ❖ Improve collaboration and communication among IVRS counselors and CRP providers.

## **Process to Achieve Goals**

*Goal 1: Develop a flexible consumer-driven, outcome-oriented service delivery system.*

The Menu of Services design allows the IVRS counselor and the Vocational Rehabilitation (VR) eligible job candidate to select from a Menu those services and outcomes necessary to achieve the employment goal. The Menu design permits flexibility and selection within services and outcomes, allows job candidates to switch between services, and tailors a service delivery program to the needs of the job candidate.

*Goal 2: Implement a statewide system with standardized payments and quality core services.*

The Menu of Services system is utilizing Employment First pilot project data to develop a standardized statewide cost and service system. During this same time, 2012 – 2014, the Iowa Department of Human Services is attempting to align their funding sources to prioritize employment outcomes. Discussions among agencies are continuing on a regular basis to develop a more cohesive, seamless system. IVRS wants to keep the conversation moving forward and integrate innovative services like “Discovery” and “Customized Employment” into the rehabilitation process. The unique feature of the Menu concept develops a standard of services offered by identifying common activities and defining quality to create selection and choice.

*Goal 3: Improve collaboration and communication among IVRS counselors and CRP providers.*

The Menu of Services design enhances collaboration and capitalizes upon the IVRS counselor’s expertise in employment issues and advocacy of informed job candidate choice. The Menu design requires the IVRS counselor to be intricately involved in the selection, the decision-making, and the advocacy with the job candidate and the CRP provider. The expertise of our community providers is used to expedite services for our common job candidate. Through collaboration and coordination of services, individual and service systems effectiveness is optimized, service capacity is expanded and business outreach occurs.

# Philosophy

## **Roles and Responsibilities**

The cornerstone of the Menu of Services is a partnership formed by the person receiving services (job candidate); Iowa Vocational Rehabilitation Services (IVRS) and Community Rehabilitation Providers (CRP). The purpose of this partnership is to assist the job candidate to achieve employment goals that are consistent with his/her preferences, strengths and needs. The Menu of Services is an IVRS counselor and job candidate-driven, outcome-oriented process designed to facilitate the collaboration within the partnership and result in the job candidate obtaining employment. The goal of the partnership is to assist the job candidate in becoming employed and productive through mutual respect and clearly defined roles and responsibilities.

### **IVRS Counselor**

A VR counselor is expected to determine if an individual is eligible to receive services through IVRS. Collaboratively, the counselor explores with the job candidate the interests, preferences, aptitudes, achievement, and transferable work skills of the job candidate to jointly develop an individualized plan reflecting informed job candidate choice. The expectation is that the counselor will work in partnership to assist the job candidate in achieving the employment goal identified on the Individual Plan for Employment (IPE). A counselor, working in partnership, assumes the following responsibilities in implementing the Menu of Services:

- ❖ Establishes IVRS eligibility and placement on the waiting list;
- ❖ Guides the job candidate through Discovery activities to make an informed decision on occupational choice(s);
- ❖ Develops an IPE with active and eligible job candidates to arrange services and outcomes to assist in skill development and employment ;
- ❖ Advocates for and with job candidates in obtaining services to meet the job candidate's needs;
- ❖ Counsels job candidates to develop career awareness, self-advocacy, and other needed skills;
- ❖ Selects and arranges for services and outcomes to assist the job candidate in skill development and employment;
- ❖ Arranges for payment in a timely manner;
- ❖ Provides technical assistance to the CRP provider;
- ❖ Provides job and employer development in partnership concert with the CRP provider;
- ❖ Coordinates and collaborates with all team members the purpose of the planned activities and shares in monitoring progress and determining recommendations for next steps;
- ❖ Assesses stabilization of the job and appropriateness prior to closure, and the need for post-employment services at closure.

### **CRP Provider**

The local CRP provider works in partnership with the IVRS counselor and the job candidate to meet the identified needs of the job candidate. Depending upon the needs identified and the services the IVRS counselor and job candidate determine as necessary, the CRP provider assumes many responsibilities. The CRP provider:

- ❖ Reviews information to determine if the CRP has the appropriate services to meet the job candidate's needs;
- ❖ Provides opportunities for the job candidate to identify, demonstrate and share their interests, contributions, talents as applied to potential employment tasks;
- ❖ Provides opportunities for the job candidate to discover occupations of interest and skill match;
- ❖ Convenes the rehabilitation team after each discovery activity to discuss with the job candidate what was learned and the next steps;
- ❖ Assesses the job candidate's interests, aptitudes, preferences, achievement, and transferable skills to provide an appropriate recommendation, utilizing local labor market information, for an employment goal;
- ❖ Coordinates and conducts comprehensive planning meetings as requested by the IVRS counselor, to develop a plan that addresses the job candidate's needs in living, learning and working environments;
- ❖ Develops assessment sites and jobs within the local community;
- ❖ Initiates business contacts and relationships to obtain information appropriate to inform the placement process;
- ❖ Provides follow-up to determine the job candidate's stabilization on the job;
- ❖ Provides job coaching at the level identified by the partnership to assist the job candidate to learn the job and achieve stabilization;
- ❖ Markets the job candidate to employers;
- ❖ Documents successful completion of the quality indicators/performance measures and produces the required outcomes;
- ❖ Encourages job candidate's success at work;
- ❖ Provides crisis intervention if necessary;
- ❖ Provides training as identified;
- ❖ Monitors job candidate performance, outcomes, and timely payments.

### **Individual Receiving Services (Job Candidate)**

The individual receiving services through IVRS (the job candidate) is a partner and the focus in the Menu of Services process. The job candidate, in collaboration with the IVRS counselor, selects the services and outcomes necessary to assist in achieving the job candidate's employment goal. The job candidate:

- ❖ Explores and discovers their talents and interest that connect with occupations;
- ❖ Explores career opportunities and vocational aspirations to make an informed choice;
- ❖ Identifies their needs and works with the IVRS counselor to address them;
- ❖ Participates and is actively engaged in services that were identified to meet the job candidate's needs;
- ❖ Advocates for him/herself to develop an appropriate IPE and obtain employment consistent with the IPE;
- ❖ Communicates regularly with the IVRS counselor and CRP provider regarding progress;
- ❖ Listens and implements the employer, IVRS counselor, and CRP provider advice and guidance when it will enhance employability and job retention;
- ❖ Actively participates and is responsible for achieving an employment outcome.

### **Collaboration**

Collaboration between all partners is a key component to the successful implementation of the Menu of Services agreement. Partners work together to identify specific needs and skills, as well as goods and services that are required to meet those needs. While IVRS counselors and CRP providers are familiar with goods and services that may meet a need, the value in the job candidate participating in researching options is critical to their success. Professional staff may need to assist the job candidate in setting up initial appointments, identifying transportation options, completing paperwork, obtaining documentation, problem resolution, service coordination, following through on responsibilities, etc., but the entire process should be a learning experience so job candidates may better advocate for themselves.

Effective collaboration and teamwork is the direct result of relationship building. Frequent communication and follow-up among partners allows all involved to focus on shared goals. Consistent communication enhances trust and encourages involvement so that problem-solving proactively addresses situations before they evolve into insurmountable issues.

A key component to the Menu of Services is that it is driven by the needs of the job candidate, not the process. Services wrap-around the individual to create the necessary supports and guidance to enhance employment for individuals with most significantly disabilities. Infused throughout each step of the rehabilitation process are opportunities for the job candidate and the rehabilitation team to discover more about what supports are needed for the job candidate in employment. This discovery is a continual process of learning, applying, re-designing, and achieving.

# Menu of Service Features

## **Definitions**

Some terminology in the Menu of Services may be new to participants and require some explanation in order for the process and components to be understood.

### **Accreditation:**

The basis of accreditation is to determine how the process and procedures the organization has developed are producing positive outcomes in the lives of the persons served, the organization and the community. It is the industry's recognition of a quality service or program. It is the policy of the IVRS to use Community Rehabilitation Programs that are accredited by appropriate accreditation organizations, such as Commission on Accreditation of Rehabilitation Facilities (CARF), the Council on Quality and Leadership (CQL), the International Center for Clubhouse Development, and the Joint Commission on Accreditation of Health Organizations (JCAHO). IVRS will apply its own standards to those programs, which are in the process of becoming accredited.

### **Milestones:**

are events or services that trigger specific activities that lead to an outcome.

### **Outcome(s):**

is the product for which payment is generated.

### **Outcome Payment:**

is the payment that is provided in exchange for the product.

### **Quality Indicators/Performance Measures:**

are specific activities and actions that must occur before the milestone has been completed. The completion of quality indicators identifies when the final outcome has been accomplished.

## **Staff Credentials**

IVRS requires the following credentials for individuals providing these services:

Certificate of Completion from Employment Specialist Training Program

- Job/Employer Development
- Job Coach Training

Vocational Specialist or Certified Vocational Evaluator

- Comprehensive Vocational Evaluation



# Menu of Service Features *(continued)*

## **Process**

The Menu of Services is an agreement between IVRS and the CRP that insures the job candidate's needs drive the planning and service delivery process. The focus is on the needs of each job candidate, rather than what is available to serve the job candidate, and drives the flexibility, selection, and planning between and within services.

The creativity in providing the opportunities that may not be readily available are essential to meet all interests, needs and outcomes of individuals seeking employment. The job candidate, with their team, determine which outcomes are needed in order for them to progress forward in reaching the goal as identified on the Individual Plan for Employment (IPE).

The IVRS counselor and job candidate refer their questions and service request(s) to the CRP, which determines if they have the capacity to provide answers and works in partnership with the counselor and the job candidate. When the CRP accepts the job candidate, and the job candidate is enrolled in their services, the IVRS counselor authorizes those outcomes necessary to assist the job candidate in achieving his/her goal(s).

Reports that are written and submitted should describe the quality indicators/performance measures that were accomplished, in addition to other pertinent information necessary to enhance the job candidate's and IVRS counselor's understanding of the questions asked.

Payment for the reports are authorized once the CRP has satisfactorily completed the service described by the quality indicators/performance measures, and has provided the information to the IVRS counselor and job candidate. If a quality indicator/performance measure is not met, the IVRS counselor may grant an exception for payment if he/she feels that not attaining the quality indicator/performance measure was outside the control of the CRP.

The Menu of Services is an outcome-oriented process. There are three broad categories from which the counselor and job candidate may choose one outcome or a combination of outcomes:

- Discovery
- Assessment and Vocational Preparation
- Placement Activities

# Menu of Service Categories

## **Discovery (D1A, D1B)**

Discovery services provide an opportunity for the job candidate and their team to explore the job candidate's interests and talents as they consider their successes in living, learning and working environments, and support informed choice. Discovery activities are part of service options available to job candidates so they can discover their talents, interests, preferences, capabilities, etc.

The assessments below may be contracted for – as part of the Discovery process, or may be done outside of the Discovery (see page 12 for more detail about combining services):

- ❖ Workplace Readiness Assessment (D2)
- ❖ Comprehensive Vocational Evaluation (D4)
- ❖ Job Shadowing (D7)
- ❖ Career Exploration (D8)

## **Assessment and Vocational Preparation (D2, D3, D4, D7, D8, D11, D12, D14)**

Assessment and Vocational Preparation involve opportunities for the job candidate and the team to try various work settings to focus upon talents and occupations that create opportunities for successful employment.

A job candidate's skills, aptitudes, capabilities and interests may be assessed in order for team members to evaluate the appropriate job fit and employment options.

Vocational preparation training prepares a job candidate for employment. The goal is to enhance and improve a job candidate's ability to perform specific work, learn the skills necessary to do a specific job, minimize negative work habits and behaviors that impede job retention, develop skills in finding a job, and learn how to navigate transportation systems to get to and from work.

Assessment and Vocational Preparation activities include any of the following:

- ❖ Workplace Readiness Assessment and Report (D2, D3)
- ❖ Comprehensive Vocational Evaluation (D4)
- ❖ Job Shadowing (D7)
- ❖ Career Exploration (D8)
- ❖ Occupational Skills Training (D11)
- ❖ Work Adjustment Training in the Community (D12)
- ❖ Transportation Training (D14)

## Menu of Service Categories (*continued*)

### **Placement Activities (On-the Job-Training, D151, D152, D15A, D15B, D16-19, D20 – 23)**

Placement activities provide an opportunity for the job candidate and their team to identify businesses in the community that employ workers in jobs consistent with the identified job goal; use job carving or customized employment strategies or other employment services to engage the business to consider how to meet the essential functions of a job through diversified workforce strategies.

Placement Activities can incorporate any of the services necessary to support a job candidate's success in employment:

- On-the Job-Training may be used on a case-by-case and time-limited basis in conjunction with Supported Employment Services for a job candidate in IVRS status 18-6 (see D15A).
- Funding for job candidates who are interested in self-employment is provided through the IVRS Self-Employment program (ISE)
- Services for Job Follow Up (D16 & D17) and Non Supported Employment Job Coaching (D18 & D19) are not widely used unless needed to maintain employment and ensure employer satisfaction. Job Follow-Up and Non Supported Employment services require prior approval by an IVRS supervisor. Training, either on the job or away from the worksite is provided by a job coach who has specialized skill in training individuals with disabilities to learn job-specific tasks, work habits and behaviors, and appropriate for individuals who are eventually able to work independent of job coaching assistance.
- Supported Employment Services may include the following D-code services:
  - ✓ Job Development (D151 & D152)
  - ✓ Employer Development (D15A)
  - ✓ Customized Employment (D15B)
  - ✓ Job Coaching Stabilization (D20, D21)
  - ✓ Job Coaching Follow-up 45 Day, 90 Day (D22, D23)

## Services for Individuals Under Age 24

Effective 11/13/14, IVRS will fund all D-codes (**listed on prior page and below**) for job candidates under age 24 who require Supported Employment Services (SES).

IVRS implemented a **Memorandum of Agreement (MOA)** with the Department of Human Services (DHS) to be the payer of first resort for job candidates ages 23 years and younger who receive both Waiver and IVRS support for Supported Employment Services including:

D151 & D152 - Job Development  
D15A - Employer Development  
D15B - Customized Employment (if required)  
D20 – 23 - Job Coaching

If a vocational outcome is not achieved by the time a job candidate turns 24, or SES is no longer an employment goal, any remaining authorizations will be cancelled by IVRS in order for DHS funds to be utilized. This should be done in collaboration with Case Managers and provide a smooth transition. It should make sense to the process and be planned, not just immediate termination of funds by IVRS as an individual ages out. Extending IVRS funding for a brief time during the transition is acceptable, as long as IVRS staff document the plan for a smooth transition.

Long-term supports will be identified in SES cases for a job candidate under age 24 to receive ongoing support through Waiver, county/regional funds, or natural supports. Collaborative use of the Employment Analysis form and continued communication and planning with IVRS partners is still necessary for collaboration and success.

Cases for job candidates under age 24 in which Waiver has received approval for SES can continue using Waiver funds, with IVRS covering Employment Development (D15A). This process only affects new referrals who require SES and are under age 23. Even with these cases, if the Waiver insists on paying that is acceptable, however IVRS can and should pay, and can be pro-active in expediting these new cases.

**SES funds for individuals over the age of 24 who receive both IVRS and Waiver are not affected by this change.** The process in which Waiver covers all but Employer Development (D15A) for mutual job candidates of IVRS and Waiver for SES is the same.

*Additional information for IVRS staff serving job candidates in high school can be found in the Reference Manual (I-C-I) and IVRS Transition Flow of Service document on the IVRS website.*

*The MOA between DHS and IVRS is found on this link:*

<http://www.ivrs.iowa.gov/partners/MOAforDHSIVRSAugust262014.pdf>

# Discovery

Discovery is a process that highlights the strengths and passions of an individual job candidate by offering opportunities to learn about themselves through experiences in living, learning and working environments, and from a network of supporters (parents, teachers, case managers, CRP staff, VR counselor, etc.)

Discovery services help a job candidate understand their **contributions** (what they have to offer an employer), their **conditions** (what do they need to be successful in a job) and their **interests** (and how these might translate into an employment goal).

Discovery activities include observing job candidates in living, learning, and working environments. During these activities, themes may emerge such as a job candidate's organizational skills, their love for sports, gardening, people, etc. Once themes have been identified, if more information is needed, additional assessments may be purchased. The assessments that IVRS may consider purchasing from a CRP as part of a Discovery service are based on the need to obtain information that was not initially observed in the living, learning and working environment(s).

**Additional D-code services should not be authorized until D1A services have occurred and initial results from Discovery activities are shared with team members.**

Discovery begins with a meeting with members of a job candidate's team to plan for Discovery. This service is concluded with a team dialogue meeting at which time employment options, work tasks and career pathways are identified as potential goals.

Assessments below may be contracted for – as part of the Discovery process, or may be done outside of the Discovery:

- ❖ Workplace Readiness Assessment (D2)
- ❖ Comprehensive Vocational Evaluation (D4)
- ❖ Job Shadowing (D7)
- ❖ Career Exploration (D8)

## **Discovery (D1A, D1B)**

Discovery involves an entire team discussing the job candidate's interests, preferences, skills and successes as necessary to identify potential employment options, work tasks and career pathways. The team looks at an individual's living, learning and working environments to discuss what information is missing, and how to facilitate learning so the individual can make an informed decision.

Members of the team interview the job candidate and supports in each environment, and observe how the job candidate interacts in those environments to identify work tasks to consider. For example, community partners share information on what they have observed in various environments; case managers share information on the job candidate's living environment and what supports lead to success; therapists share information on triggers that can create positive experiences; VR staff share observations in work environments and during counseling sessions; parents share information on the job candidate's interests at home; the job candidate shares their interests and insights. When information is missing, then opportunities to experience different environments and interests are provided to help inform the process.

Once information is gathered, the team reconvenes and discusses the next step and options for community employment. Services selected are based upon existing information and what services are necessary for the job candidate to reach employment.

Samples of the Menu design's flexibility within Discovery services are as follows:

- A job candidate and the team identify living, learning and working environments in the community at which the job candidate would like to explore interests and skill requirements. The job candidate receives the opportunity to job shadow and explore more fully at a work site. After each site, the team convenes to discuss the positives and negatives of the work site to determine if other sites are more suitable or if the site was a good match. Next steps may involve more sites, may involve a community-based assessment at the work site, training at the work site, or supported employment. Options for success are discussed using the Employment Analysis form as a guide to facilitate a team discussion so everyone understands the progress and next steps; or
- The job candidate and rehabilitation team may determine a need for an assessment in the community, or a need for further services to assist in stabilizing a situation prior to moving forward with employment; or
- A job candidate and the team determine that an assessment in a community business is not necessary before proceeding; as all the information is gathered and the job candidate is ready for employment.

**The outcome of Discovery provides a synopsis of information from the activities observed which are recorded on a Positive Personal Profile (PPP) or similar form. This form is completed after the Discovery Plan (DIA) in preparation for the Team Meeting Dialogue (D1B). The form should summarize all information so the team can decide next steps in the job candidate's employment journey. The community partner who provides Discovery services is responsible to reconvene the team and completes the Discovery Section II on the Employment Analysis – a required form used by the team to summarize the information from Discovery activities. All members of a job candidate's team contribute in the resulting discussion so the job candidate can make an informed decision about their employment goal(s).**

### **Discovery process and payment**

When it is determined that Discovery services are needed, the timeline can influence the decision on the part of the job candidate as motivation may wane with the passage of time. Therefore, **Discovery is completed within a one to two month period of time and culminates in a service delivery plan (IPE), or decision on behalf of the job candidate to proceed with more focused services.**

If the job candidate decides that employment is not the right focus for them, Discovery is still considered successful as it resulted in a decision made by the job candidate through informed choice.

- ❖ An initial payment is provided when the team determines that Discovery services are needed.
- ❖ The final Discovery payment is provided when the team meets to discuss the experiences, what was learned, and what the next steps are for planning, culminating in the completion of the Positive Personal Profile or similar form.

It is important to recognize that all services are not linear nor required, but rather selected according to each job candidate's needs. Throughout Discovery, various assessment activities may be provided and paid for by IVRS to help inform the process so that an Individual Employment Plan can be developed.

### **If more time is needed for a CRP to know or understand an IVRS job candidate, there are two options available within the Menu of Services:**

1. If at the end of the initial Discovery, the CRP indicates they were unable to determine work skills or interests, the team comes together to make a decision on what is needed. If it is recommended that another round of Discovery occur (D1A), the following should be addressed:
  - ✓ Why will this round of Discovery produce a different result?
  - ✓ What specifically will this round of Discovery tell us that weren't reported the last time?
  - ✓ What is the specific plan that will identify marketable work skills than can be used in a community business?
  - ✓
2. If it is recommended that a Workplace Readiness Assessment (D2, D3), and/or Vocational Evaluation (D4), and/or Job Shadow (D7), and/or Career Exploration (D8) is needed to get to D1B, IVRS may consider authorizing these services as part of a Discovery Plan (D1A). A counselor should be mindful that these additional services are:
  - ✓ Driven by the initial Discovery services in D1A
  - ✓ In conjunction with the D1A services, and,
  - ✓ Prior to D1B – **Discovery Team Meeting Dialogue**

**The following table describes the process and payment points for this service:**

Milestones	Quality Indicators	Outcome:
( D1A) Discovery Plan  Acceptance from IVRS to CRP Status 06, 10, 10-1,  14, 16, 18- (as needed)	One face-to-face meeting with the job candidate where they live in order to learn about their life and relationships, etc.; 2-3 observations of job candidate in learning and leisure environments in the community occurring within a one to two month period of time.	<b>Payment: \$300.00</b>  Discovery Plan (D1A) in Section II of the Employment Analysis form details the environments to be observed, the timeframe to be conducted, and who is responsible
	Discovery Plan (D1A) Section II of the Employment Analysis form is completed during team meeting: CRP, Job Candidate, LEA staff if applicable, Case Manager if applicable, parents/guardians if applicable, and other interested parties with information on the job candidate's abilities in living, learning, and working environments.	
	Team identifies themes and services needed to serve the job candidate. The focus is on the job candidate's success and strengths. These services may involve comparable benefits and/or the purchase of other Menu Services as described on page 12.	
	Team identifies supports to enhance successful employment (noted on Positive Personal Profile or similar form) based on themes that represent the jc's interests, skills and talents, to develop a list of places where work makes sense is developed. The supports are to enhance the community work experience by accommodating the individual's disability in a positive and proactive manner.	
	Job Candidate understands contributions, interests, talents, and work environments unique to them.	
( D1B) Discovery Team Meeting Dialogue	Job Candidate decides on community employment and develops a Plan for Employment with IVRS counselor.	<b>Payment: \$140.00</b> Team Meeting Dialogue is documented in Section II (D1B) of Employment Analysis

*Summary Note: The job candidate may decide to forgo further assessment and decide to move directly into job placement services or decline employment entirely. The CRP is paid regardless of the job candidate's decision.*



## Assessment Services and Vocational Preparation

The job candidate and team select services that they believe will provide the type of experience and generate the quality of information necessary to develop a comprehensive vocational plan that will lead to employment. The job candidate and team may determine that only one specific assessment is necessary, or multiple assessments are necessary to answer questions and identify outcomes needed to reach employment. An IVRS counselor and job candidate may select any combination of assessment methodologies to determine an employment goal.

Vocational preparation services prepare a job candidate for employment. The goal of preparatory services is to enhance and improve a job candidate's ability to perform specific work, learn the skills necessary to do a specific job, minimize negative work habits and behaviors that impede job retention, develop skills in finding a job, and learn how to navigate transportation systems to get to and from work.

Menu items from Assessment and Vocational Preparation categories that may be selected are:

- ❖ Workplace Readiness Assessment and Report (D2, D3)
- ❖ Comprehensive Vocational Evaluation (D4)
- ❖ Career Exploration (D7)
- ❖ Job Shadowing Assessment (D8)
- ❖ Occupational Skills Training (D11)
- ❖ Work Adjustment Training in the Community (D12)
- ❖ Transportation Training (D14)

### **Workplace Readiness Assessment (D2 and D3)**

The purpose of a Workplace Readiness Assessment is to assist the job candidate and IVRS counselor in determining vocational options, direction, goals and training strategies. This type of assessment is defined by the location and methodology used in the assessment:

- ❖ The assessment is conducted in the community at one or more work sites in businesses or industries that are integrated;
- ❖ The CRP arranges for the evaluation to occur at a business that is representative of the type of work agreed upon;
- ❖ The CRP and employer provide the training, assessment, and supervision at the worksite;
- ❖ The individuals with disabilities work alongside non-disabled individuals;
- ❖ The job candidate learns the positives and negatives of the community work site and expresses those to the team;
- ❖ The job candidate better defines employment interests for future programming;
- ❖ The CRP works with the employer to identify customized employment options (job carving);
- ❖ The job candidate receives a subsidized wage, paid by the CRP, while engaging in real work completed at the community business; and
- ❖ The evaluators and the employer assess the job candidate's strengths and needs relative to those of a competitive worker and report the results in a team meeting.

This assessment methodology may be one of the Trial Work Experiences (IVRS Status 06) required under the Rehabilitation Act as amended.

The following table describes the process and payment points for this service:

Milestone	Quality Indicators	Outcome
(D2) Workplace Readiness Assessment Cannot be used in Status 02 and 04	Rehabilitation Team identifies the questions to be answered by the workplace readiness assessment.	
	Strategies identified to enhance the success of the experience.	
	Workplace site in the community is identified and developed. After each assessment, the rehabilitation team meets to discuss the progress and provide the job candidate with information to make an informed decision.	<b>Outcome Payment: \$</b> Written identification of businesses, contact persons, job assignments and agreement on start date per site
	Assessment with community employer with subsidized wage.	
(D3) Workplace Readiness Assessment Report	Staffing held, questions addressed, decisions on next steps made by the team.	
	Assessment report submitted for final payment and job candidate decides on vocational goal or may decide to not pursue employment.	<b>Outcome Payment: \$</b> Report generates ideas of potential occupations or customized employment options at which the job candidate may work

*Summary Note: IVRS does not consider enclave work as a site that is funded under this service. Enclave is considered a facility assessment as it does not meet the federal (RSA) definition of integrated employment.*

*If a job candidate is hired by a site during this service, a placement fee would not be paid unless the CRP has to do extra work.*

*There can be multiple payments for D-2, but only one payment for D-3, Workplace Readiness Assessment Final Report.*

### **Comprehensive Vocational Evaluation (D4)**

The purpose of a Comprehensive Vocational Evaluation is to identify vocational options available in the local labor market, job candidate's transferable skills for possible employment options, and identifies possible training programs that would lead to compatible employment. Comprehensive vocational evaluation services provide an individualized and systematic process by which a person seeking employment, in partnership with an evaluator, learns to identify viable vocational options and develop employment goals and objectives.

This comprehensive assessment process utilizes work samples, paper and pencil tests, psychometric testing, and/or situational assessments to determine the job candidate's interests, preferences, aptitudes and needs. The service provides vocational recommendations relative to labor market information and disability issues.

This type of assessment is defined by the methodology and techniques used to provide comprehensive vocational evaluation services:

- ❖ Assessment of functional/occupational performance in real or simulated environments;
- ❖ Use of work samples;
- ❖ Use of the employment exploration model;
- ❖ Use of psychometric testing;
- ❖ Use of preference and interest inventories;
- ❖ Administration of personality testing (if requested);
- ❖ Extensive personal interviews;
- ❖ Analysis of prior work experience and transferable skills; and
- ❖ Other appropriate evaluation tests, (depending on the individual).

The following table describes the process and payment points for this service:

Milestone	Quality Indicators	Outcome
(D4) Comprehensive Vocational Evaluation  Cannot be used in Status 02 and 04	IVRS counselor and job candidate have identified questions and communicated them to the CRP.	<div> <b>Outcome Payment: \$</b>            Final report answers the            questions identified and            strategies that work to            achieve success         </div>
	Assessment Plan and timeline developed.	
	CRP identifies what methodology and tools will be needed to answer questions, and will identify vocational options consistent with labor market information and transferable work skills.	
	Testing is completed by certified vocational specialist or certified vocational evaluator or certified to administer the tests.	
	Information shared and questions addressed.	
	Assessment results analyzed and communicated to job candidate.	

*Summary Note: If an IVRS office does not have a partner who offers Comprehensive Vocational Evaluation services, Square One CRP is able to provide D4 services on a statewide basis.*

### **Facility Work Site Assessment (D5)**

This is an assessment done in the facility or in an enclave where the job candidate's work habits and behaviors, dexterities and motor skills, and work pace are assessed using real paid work or simulated work. The purpose of the assessment is to determine the job candidate's ability: to work at a competitive rate, identify the job candidate's transferable skills, determine the job candidate's work habits and behaviors, and provide recommendations for employment.

This type of assessment is defined by the location and methodology used in evaluating the job candidate:

- ❖ The counselor and job candidate identify questions to be answered;
- ❖ The CRP provides training and supervision at the facility or enclave; and
- ❖ The CRP pays the job candidate a commensurate wage for all hours worked;
- ❖ The CRP uses paid work, or simulated work if requested by the IVRS counselor, to assess the job candidate's ability to work in various employment settings.

**The following table describes the process and payment points for this service:**

Milestone	Quality Indicators	Outcome
( D5) Facility Work Site Assessment Cannot be used in Status 02 and 04	Counselor and job candidate questions identified.	
	Assessment on paid work or simulated work in the facility or enclave.	
	Assesses job candidate's work habits, work tolerance, behaviors, general employ- ability skills, dexterities, motor coordination, and work pace.	
	Information shared and questions addressed	
	Assessment results communicated.	<b>Outcome Payment: \$</b> Facility Work Site final report

*Summary Note: "Facility" is defined as any location owned or leased by the CRP and includes enclave evaluations.*

*After FY15, IVRS does not anticipate including Facility Work Site Assessment as a Menu of Services option.*

### **Job Shadowing Assessment (D7)**

The purpose of a Job Shadow assessment is to provide informed job candidate choice and identify occupations of interest to the job candidate. The assessment utilizes experiential learning opportunities in the community with local employers and may include informational interviews.

This type of assessment is defined by the purpose for, the methodology used, and the locations in which the assessment occurs:

- ❖ The services are individualized to assist a person to choose employment outcomes and/or career development opportunities based on his or her preferences, strengths, abilities, and needs;
- ❖ Job Shadowing is a process where the CRP develops opportunities for the job candidate to explore real jobs in real work settings within an integrated community business to determine if the job is consistent with the job candidate's interests, abilities, and aptitudes.

### **Career Exploration (D8)**

Career exploration enriches the job candidate's rehabilitation experience and assists the job candidate and rehabilitation team in identifying occupations and training programs that match the job candidate's disability and abilities. The ultimate result of the career exploration activities is the recommendation of potential businesses and jobs for the job candidate can consider.

- ❖ Career exploration is designed to assist a person seeking employment to learn about employment opportunities, labor market information, and wage data within the community to make informed decisions;
- ❖ Career exploration is a process in which the job candidate and the CRP staff research, through various media, labor market information, occupational skill requirements, wage data, occupational projections and training providers;

The following table describes the process and payment points for D7 & D8 services:

Milestone	Quality Indicators	Outcome
( D7) Job Shadowing Assessment Status 10, 10-1, 14, 16, 18-	CRP identifies employers for job shadowing and arranges experience with local business(es). Job candidate participates in job shadows and through each shadow identifies pros and cons to use for future planning.	<b>Outcome Payment: \$</b> Reporting form identifies business, start date, jobs shadowed per site, and outcome statement. Job candidate's identified pros and cons are included in the report
( D8) Career Exploration Status 10, 10-1, 14, 16, 18-	Counselor and job candidate questions identified.	
	Career exploration may include: computerized assessment, information interviews, internet research on careers, and/or labor market information, etc.	
	Information shared, questions addressed.	
	Assessment results communicated.	<b>Outcome Payment: \$</b> Career Exploration final report (incorporates D7 outcome if used) and includes job candidate's perceptions of the careers discussed and explored

*Summary Note: Both D7 and D8 services may be purchased in conjunction with Discovery services (D1A & D1B), in addition to being purchased as stand-alone/separate services.*



### **Occupational Skills Training (D11)**

The purpose of Occupational Skills Training is to assist a job seeker in developing specific work skills. Training may occur in partnership with a business or industry, or at the facility or CRP providing the training.

Occupational Skills Training is defined as:

- ❖ A curriculum-based training program that teaches the job candidate specific work tasks;
- ❖ The training enhances the job candidate's ability to do the specific job;
- ❖ The training provides strategies on job retention skills;
- ❖ The training improves the job candidate's ability to perform an identified job within the community.

**The following table describes the process and payment points for this service:**

Milestone	Quality Indicators	Outcomes
(D11) Occupational Skills Training Status 14, 16, 18-	Barriers identified.	
	Strategies identified.	
	Training implemented.	
	Recommendations for job placement planning.	
	Information shared, questions addressed, and outcomes communicated.	<b>Outcome Payment (specific to CRP providing training) \$</b> Written report inclusive of Quality Indicators and recommendations. Skill proficiency is not required for payment.

*Summary note: IVRS currently provides funding for over 20 Occupational Skills Training programs in Iowa. IVRS supervisors and CRP community partners work together to identify Occupational Skills Training that may be needed in a specific locale.*

## **Work Adjustment Training (D12)**

Work Adjustment Training (WAT) is a training program that remedies: work habits and behaviors that impede successful employment; improves physical and psychological work tolerance barriers created by the disability; and develops strategies to improve a job candidate's ability to maintain employment.

The purpose of WAT is to enhance the job candidate's ability to find and keep a job. Work Adjustment should be conducted in the community whenever possible to ensure generalization of the change and the strategies to be effective.

Work adjustment may be used as part of a Trial Work Experience. When it is used for this purpose it must be conducted in the community at a competitive business and the job candidate must receive a competitive wage. If used in this manner, the counselor may decide to also authorize for Job Development services unless the counselor develops the trial work site.

**The following table describes the process and payment points for this service:**

Milestones	Quality Indicators	Outcomes
(D12) Work Adjustment Training Status 06, 10, 10-1,14,16, 18-	Barriers identified strategies to address the barriers identified and implemented.	
	Work Adjustment plan written with strategies to address barriers and accommodations developed.	
	Training Implemented.	
	Recommendations for Job Placement Planning.	
	Information shared, questions addressed, and outcomes communicated.	<b>Outcome Payment: \$</b> Written report inclusive of Quality Indicators and recommendations (WAT completion is not required for payment)

*Summary Note: A work enclave can be used as an initial first step for Work Adjustment Training but not if it is a Trial Work Experience.*

### **Transportation Training (D14)**

Transportation training teaches the job candidate how to use mass transit to get to and from work. The training includes learning the bus routes appropriate for the job candidate, practice using the bus system with the assistance of a coach, and successfully navigating mass transit demonstrated by independent trials.

**The following table describes the process and payment points for this service:**

Milestone	Quality Indicators	Outcomes
(D14) Transportation Training Status 14, 16, 18-	Identification of the barriers to using mass transit.	
	Routes and strategies to help the job candidate learn how to use mass transit in his living and working environments.	
	Training on the use of mass transit.	
	Fading out of training supports.	
	Recommendations on independence in using mass transit.	<b>Outcome Payment: \$</b> Written report inclusive of Quality Indicators and recommendations

*Summary Note: This service is not intended to teach a job candidate to drive a vehicle.*

## Placement Services

The job candidate and rehabilitation team select services that they believe provide the type of experience necessary to obtain a job consistent with the individual plan for employment. Placement Services include those activities that provide training to assist the job candidate in obtaining employment, as well as active job search, development, coaching and follow up activities necessary to obtain or maintain employment. Each outcome listed within the Placement Menu may be authorized separately or in conjunction with other outcomes. Placement Menu categories are:

- ❖ Job Development
- ❖ Employer Development
- ❖ Customized Employment
- ❖ Job Follow Up
- ❖ Non Supported Employment Job Coaching
- ❖ Supported Job Coaching

### **Job Development (D151, D152)**

Job Development may be authorized whenever a counselor is in need of a vendor to develop a supported employment job. For example, if the employment plan calls for supported job coaching and the counselor and job candidate want the provider to assist him/her with job development, then the job development outcome would be authorized along with the supported coaching outcome(s). Job Development is not a stand-alone service and would not be authorized as a solitary service unless approved by the office supervisor.

Job Development services are paid by Medicaid for job candidates who receive Waiver services and are above age 23. If an IVRS job candidate is on a waiting list for Waiver services, IVRS can pay for Job Development for an individual who requires Supported Employment Services until they are able to be served by Waiver. In cases where an IVRS job candidate does not receive Waiver services, IVRS provides an initial payment for Job Development Services to a provider upon acceptance for Supported Employment Services.

The purpose of Job Development services is to place a job candidate on a job in the community working for a business where persons with disabilities are integrated into the workforce earning at least minimum wage or the customary wage of the industry. It must be used in conjunction with another outcome.

Job Development is defined by the following:

- ❖ The CRP provides applicable Job Seeking Skills training to the job candidate or in close coordination with the VR employment plan team;
- ❖ The CRP identifies available job openings consistent with the job candidate's disability, interests, preferences, aptitudes, and individual plan for employment;
- ❖ The CRP and job candidate maintain a job search log of employers contacted;
- ❖ The CRP staff contact employers to develop a job specific to the job candidate's IPE;
- ❖ The CRP markets the job candidate to the employer;
- ❖ The CRP accompanies the job candidate to interviews (if necessary);
- ❖ The CRP assists the job candidate in completing and submitting job applications;
- ❖ The CRP advises the job candidate on interviewing, resume revisions, and follow up;
- ❖ The CRP recommends work station modifications (if necessary);
- ❖ The CRP negotiates with the business to develop a job that performs the essential functions of the job that was "carved" or negotiated through the customized employment process that is lasting and contributes to the company in a manner that is sustainable even during economic down turns;
- ❖ The CRP develops a job for the job candidate with a business or industry that pays commensurate wage at or above minimum wage and offers benefits (whenever possible);
- ❖ IVRS staff collaborates with the CRP by making business contacts to support the CRP in job development.

***Job Coaching and Employer Development services are not included in Job Development.*** Those services are authorized separately in conjunction with Supported Employment Services.

It is expected that the first month of this service includes: canvassing businesses to develop a job, completing applications with a job candidate, accompanying and marketing them to potential employers, with the ultimate goal being a job offer.

**The following table describes the process and payment points for this service:**

Milestone	Quality Indicators	Outcomes
(D151) Job Development Status 18-6	Identify job openings consistent with the job candidate's disability, interest, preferences, aptitudes and Individual Plan for Employment.	<b>Supported Employment Placement Agreement form completed: \$</b>
	Complete a job search log of employers contacted	
	Practice interviewing, Job Seeking Skills Training is provided.	
	Completion of job analysis and ideas on job carving if applicable. Negotiation with business and industry for customized employment if necessary.	
	List of businesses contacted and outcomes of development activities recorded. <b><u>Staffing held within one month to discuss progress in job development; followed by consistent updates and service coordination on progress towards competitive employment.</u></b>	
(D152)	Job developed that is consistent with the job candidate's informed choice and IPE. Job is at commensurate wage.	<b>Outcome Payment: \$</b> Report on business contacts, results, applications submitted, job carving and qual. indicators

*Summary Note: Job Development authorization for supported job coaching requires identification of long-term supports prior to development of the plan.*

## **Employer Development (D15A)**

The purpose of employer development is to provide a service to the business customer while gaining a benefit for the individual with a disability as well as communicate expectations of the business with all partners working with the individual VR job candidate. Employer development is different from the other services because the primary customer is the business or industry with whom the job candidate has been placed.

The purpose of employer development is to support Iowa's employers in hiring and retaining individuals with disabilities in the workforce. All employer focused activities are centered on employer development and include: marketing, education, technical assistance, job analysis and customized training tools. Employer development is only authorized as a separate service when the job candidate receives Medicaid Waiver or other funding for job development that is less than the IVRS payment for job development. The following provides clarification for this service along with the funding formula:

- ❖ The IVRS counselor develops relationships with employers and provides those leads to CRPs for individual job candidates when appropriate.
- ❖ The CRP completes a job analysis for the specific job that has been developed.
- ❖ The CRP negotiates with the employer the essential functions of the job that will serve the business by focusing upon the talents of the job candidate.
- ❖ The CRP with the VR counselor develops a customized training plan or supported employment training plan with the employer, job coach and job candidate identifying job specific skill requirements, soft skill requirements, teaching strategies, timeframes, and responsibilities.
- ❖ The CRP and VR counselor identify and arrange reasonable accommodations with the employer.
- ❖ The CRP and VR counselor will provide disability awareness and training to the employer when it is deemed necessary.
- ❖ The CRP and VR counselor will provide technical assistance to the employer regarding the training progress as identified on the customized or supported employment training plan.

***Job Development and Job Coaching services are authorized separately in conjunction with Supported Employment Services.***

The following table describes the process and payment points for this service:

Milestone	Quality Indicators	Outcomes
(15A) Employer Development Status 18-6	CRP and/or VR staff meets with the employer and complete a job analysis.	<b>Job Analysis completed</b>
	CRP and VR staff develop a plan to deliver needed training and/or services for supported employment with the employer and the job candidate. (use OJT form as needed)	
	Monitoring of the training plan is provided with appropriate ancillary services delivered as deemed necessary (i.e. employer education, technical assistance, reasonable accommodations developed, etc.)	<p>The job candidate, employers and all partners review and understand the employer expectations and requirements</p> <p><b>Outcome Payment: \$</b> upon completion of all above outcomes</p>

*Summary Note for OJT: Under certain circumstances where the job coach provides job specific skills training to the individual, but the employer requires some extensive training on how to work with the specific disability needs of the individual to create natural supports on the job, it may be necessary to provide a month of On-the-Job-Training while simultaneously paying for Supported Employment Services.*

*Each decision to do so is a case by case basis, and is generally done because the level of involvement from the business and the job coach together is quite extensive, and without which could result in a negative employment outcome.*

*The IVRS case remains in status 18-6. This is typically provided for individuals for whom Discovery was a necessary service and requires a coordinated training approach to be successful.*



### **Customized Employment (D15B)**

- Customized Employment services can be used in conjunction with a Supported Employment Service (IVRS Status 18-6). Customized Employment (CE) assumes the employability of every job candidate and has been used successfully in serving individuals with the most significant disabilities. Within a business, CE is used to determine an employer's unmet needs.

Customized Employment is defined as *“a flexible process designed to personalize the employment relationship between a job seeker and an employer in a way that meets the needs of both.”*

Customized Employment differs from typical employment practices that aim first to successfully place a job candidate within the context of competitive hiring processes and then to provide supports as needed to maintain employment. CE is based on an individualized determination of the strengths, needs, and interests of a job candidate matched to the business needs of the employer.

A SES job can be considered Customized Employment if the following occur:

- CE uses negotiation to customize a job between a job seeker, the job tasks, the work environment and employer
- **CE results in a personalized job description and/or employer expectations that did not exist prior to negotiation**
- CE utilizes an array of strategies to address a job candidate's needs and tailors job tasks and duties accordingly
- CE creates a job that did not currently exist
- CE carves out specific tasks in a current job or position

The following table describes the process and payment points for this service:

Milestone	Quality Indicators	Outcomes
(D15B) Customized Employment Status 18-6	Negotiation with business and industry for Customized Employment	
	Complete a job search log of employers contacted	
	List of businesses contacted and outcomes of development activities recorded. <b><u>Staffing held within one month to discuss progress in job development; followed by consistent updates and service coordination on progress towards competitive employment.</u></b>	
	Job developed that is consistent with the job candidate's informed choice and IPE. Job is at commensurate wage. Intent is to develop and negotiate jobs and work tasks that create value for the business and utilize the talents and contributions of the job candidate. Potential benefits for the business includes: reduced turnover; reduced downtime; effective allocation of staff resources; increased accuracy, improved quality.	<b>Outcome Payment: \$368.00</b> Report on business contacts, results, applications submitted, job carve job description documented showing that the job is unique and different from the original job description, or an entirely new job that has been created that had not previously existed.

***Summary Note:** It is presumed that if D15B is authorized for Customized Employment, both Job Development (D151, D152) and Employment Development (D15A) will be authorized by either IVRS, or in combination of funds shared by IVRS and DHS/Waiver as part of a Supported Employment Service.*

### **Job Follow Up (D16 & D17)**

The purpose of job follow up is to monitor a job candidate's performance on the job when the job candidate is placed without any job coaching services. The outcome of the job follow up is that the job candidate maintains employment evidenced by the employer's signature verifying that as of that date, the job is stable and job candidate's performance is suitable. The job follow up services require that the CRP maintain regular contact with the employer during the 90-day period after the initial job placement. Job follow up services may be necessary when there are questions on the job candidate's:

- ❖ Ability to maintain employment;
- ❖ Need for accommodations; and
- ❖ Need to provide training strategies to the employer.

The following table describes the process and payment points for this service:

Milestone	Quality Indicators	Outcomes
(Code D16) Job Follow Up Status 22	Establish follow-up strategies.	
	Regular contacts per agreed strategies.	
	Problems that arise are discussed with IVRS counselor to implement strategies.	Outcome Payment \$ 45 day written report after placement.
(Code D17) Job Follow Up Status 26	Follow up reduced to monthly.	
	Client is an employee, working in a suitable job, and the job is stable.	Outcome Payment \$ 90-day written report, Employer Signature.

*Summary Note: If job candidate keeps job, but moved to job coaching, outcome payment is made. If the job candidate does not want the employer to be contacted, this service is not appropriate.*

### **Non Supported Employment Job Coaching (D18 & D19)**

The purpose of selected job coaching is to provide training either on the job or away from the worksite by a job coach who has specialized skill in training individuals with disabilities to learn the specific work tasks, work habits and behaviors. Selected job coaching is appropriate for job candidates who are able to eventually work independent of job coaching. It is expected that the job candidate will become competitively employed in a job compatible and satisfactory to the job candidate, and is consistent with the individual plan for employment.

Non Supported Employment job coaching is only provided when the counselor and job candidate determine that the job candidate may need some job coaching, but will work independently without coaching by the time the IVRS case file is closed.

#### **Non Supported Employment Job Coaching may be defined by:**

- ❖ The job candidate requires minimal prompting and guidance in addressing work habit and behavioral difficulties.
- ❖ The coach works with the employer to understand the training needs of the job candidate.
- ❖ The coach provides training strategies to the employer so that the employer may provide future training once the IVRS file is closed.
- ❖ The coach analyzes the work site and workstation to arrange appropriate accommodations for the job candidate on the job.
- ❖ The job coaching is a time limited service in which long-term support isn't necessary in order for the job candidate to maintain employment.
- ❖ The quantity of job coaching for one-on-one training, while the job candidate is learning the job, will last until the skills are learned.
- ❖ The job is considered permanent and stable once the job coaching has faded and the employer is satisfied with the job candidate's performance on the job.
- ❖ The job coaching may be resumed after the job is considered stable if additional training for new assignments is necessary.

**Note: Time limited, hourly job coaching is developed under a separate agreement.**

The following table describes the process and payment points for this service:

Milestone	Quality Indicators	Outcome \$
<b>(Code D18)</b> Selected Job Coaching Status 187	Job Coaching Plan developed, with worksite/station analysis that is consistent with client's training needs.	
	One-on-one training occurs with the job coach until the skills are learned. Coach trains employer on training strategies and natural supports.	
	Follow up with the employer per coaching plan after the one-on-one training ends.	
Job is stable and suitable as defined by job coaching plan. Status 22	Client works independently with natural supports.	Outcome Payment \$ Stabilization Statement Form.
<b>(Code D19)</b> Client is permanently employed and no further services are needed. Status 26	Client maintains employment, employer satisfied demonstrated by client working in a suitable job, and the job is stable as evidenced by employer signature on Statement of Stabilization form.	Outcome Payment \$ Written report at minimum of 90 days follow-up. Verification form signed, wage/benefit information included after placement and stabilization.

*Summary Note: Only one stabilization payment is authorized if the job candidate receives Non Supported Job Coaching after the Stabilization Statement form outcome payment if he/she requires additional coaching to reach a permanently employed status (Status 26).*

### **Supported Job Coaching (D20 – D23)**

The purpose of Supported Job Coaching is to provide extensive, long term job coaching to assist the job candidate to work in an integrated setting at a business at a commensurate wage that is at or above minimum wage and offers benefits (whenever possible). Supported Job Coaching trains the job candidate on the appropriate job specific skills, work habits, behaviors, socialization, and adjustment to the job so that the job candidate will maintain competitive employment commensurate with the job candidate's disability and individual plan for employment.

IVRS does not authorize for Supported Job Coaching if the job candidate receives services under a Waiver (Medicaid) because job coaching is a service paid for by Waivers.

Prior to authorizing for supported coaching, there must be an agreement to provide long-term follow up, and increase job coaching after fading if necessary. Supported Job Coaching is intensive training provided on the job by a job coach who has specialized skill in training individuals with the most significant disabilities to learn the specific work tasks, work habits and behaviors to reach competitive employment. Supported Job Coaching requires:

- ❖ The coach works with the employer and co-workers to understand the job candidate's disability, abilities, and special training needs so that the job candidate becomes an integral part of the business;
- ❖ The supported job coach trains the job candidate on how to socialize in the break room appropriately, and advocate for him/herself when needing assistance;
- ❖ The long-term support must be in place and identified in the Individual Plan of Employment (IPE);
- ❖ The long-term funding supports the service after the IVRS case file is closed;
- ❖ The job candidate requires on the job training to address work habit and behavioral difficulties;
- ❖ The coach works with the employer to understand the training needs of the job candidate;
- ❖ The coach provides strategies to the employer should situations occur when the coach is absent or has started fading;
- ❖ The coach analyzes the work site and workstation to arrange appropriate accommodations for the job candidate on the job;
- ❖ The job coaching is long-term and necessary in order for the job candidate to maintain employment;
- ❖ The individual works at a competitive job, in the integrated labor market, earning commensurate wage that is at or above minimum wage.

The following table describes the process and payment points for this service:

Milestone	Quality Indicators	Outcomes:
(D20) Supported Job Coaching Status 18-6	Long-term follow up is identified and agreed to by vendor.	
	Job coach assesses the job candidate's adaptive behaviors, work skills, habits, and socialization on the job and provides training to address needs.	<b>Outcome Payment: \$</b> Job Coach assessment written report
(D21) Status 18-6	Job coach trains the employer and co-workers on job candidates training needs and strategies.	
	Training provided on the job, one-on-one with the job candidate until level of job coaching that is necessary is determined by the point of stabilization.	
	Stabilization is reached when the job candidate, employer, IVRS counselor and CRP determined that the job performance is acceptable and maintainable.	<b>Outcome Payment : \$</b> Employer, job candidate, and IVRS counselor acknowledge amount of job coaching still necessary, that the job is acceptable and maintainable, and that job candidate is working at commensurate wage that is at or above minimum wage
(D22) Status 22	Job coaching is provided at the level identified on the stabilization form and the job candidate maintains suitable and stable employment.	<b>Outcome payment: \$</b>  45 day written report after stabilization
(D23) Status 26	Employer and job candidate decide that the job is stable and suitable with the amount of job coaching identified on the stabilization form. (Status 26-0).	<b>Outcome Payment: \$</b> 90-day written report after stabilization with signatures indicating stable employment

*Summary Note: If the job candidate loses their job at any time prior to the 90-day outcome, the team together with the job candidate will determine the feasibility of pursuing another employment opportunity.*

# FORMS



EmploymentAnalysis  
new.doc

## **The Employment Analysis form has 4 Sections. An overview of each section follows:**

**Section I: Current Status/Information** initiates a referral process to or from IVRS to CRP, CRP to Case Management, CM to IVRS, etc. **Section I** asks for general information about the job seeker and allows his/her team to come together to discuss employment options. One of the most critical questions in **Section I** is #9. If the team feels that information is missing to make meaningful decisions with and/or about the Job Seeker, Discovery may be considered.

At the end of the meeting, the team should determine the next steps. If the job candidate has not been determined eligible for IVRS, that would be the next step. Then if it's determined that Discovery is needed and appropriate, D1A would be authorized and the Discovery Plan completed (**Section II**).

**Section II: Discovery Plan** (D1A) outlines the services that will be delivered to carry out the activities to learn more about the job candidate. This is a direct result of the missing information identified by the team in **Section 1** and could be completed immediately after the missing information is obtained (at the same meeting). This meeting would be to discuss the Discovery Plan without having to call another meeting. The team members would be identified along with their Title/role and contact information.

D1A services involve a CRP spending up to 10 hours to meet with the family, and observing the job seeker in 2-3 different environments. This is considered the first step of the **Discovery Plan** (D1A). It is possible that more time may be needed to understand the person and important to note that other D-Codes could be authorized after the initial ten hours of discovery depending on the information needed. The team helps determine which additional services and D-codes should be considered which must be approved in advance by IVRS. Once additional services are identified, the specific activities to be conducted should be outlined with specific timelines.

**Section II: Team Meeting Dialogue** (D1B) is a summary of the information "discovered" by the CRP. The CRP uses the *Positive Personal Profile* or similar form to gather and report on information to facilitate Employment Planning.

**Section III: Assessment/Evaluation Services:** (D2 – 8) Assessment and Evaluation services involve opportunities for the job candidate and the team to try various work settings to focus upon talents and occupations that create opportunities for successful employment. A job candidate's skills, aptitudes, capabilities and interests may be assessed in order for team members to evaluate the appropriate job fit and employment options.

**Section IV: Supported Employment Placement Agreement "SEPA"** (D15 – 23) SEPA is completed once the team and job candidate agree to Supported Employment Services (SES). SEPA outlines the goals, hours, responsibilities and funding sources. Payment for Job Development (D151) is authorized by IVRS once a CRP accepts a job candidate for SES who is not funded under a Waiver.

<http://www.ivrs.iowa.gov/partners/CRP/CRPForms.html>



## **Discovery D1A & D1B**

There are **two forms** associated with **Discovery**, the first of which is front and back:

1. **Employment Analysis Section II** (*front and back*)

- a. **Completing Section II—Discovery Plan (D1A) front page:** outlines the activities to be delivered to learn more about the job candidate in a team meeting. IVRS staff authorizes \$300.00 upon acceptance by a CRP for Discovery services. It is possible that more time will be needed to understand the jc and other D-Codes could be authorized depending on information that is needed. The team uses the **Discovery Plan** to detail the environments in which Discovery services will occur, anticipated timeframes, and the person who is responsible for delivering Discovery services.



Section II Discovery  
Plan D1A.doc

- b. **Completing Section II—Discovery Team Meeting Dialogue (D1B) back page:** is the employment planning meeting and summary of information obtained (D1B).
- i. If additional activities are needed to learn more about jc, a team teleconference or meeting can determine services needed to get to D1B.
  - ii. Information is shared with the job seeker's team at a Team Meeting Dialogue to review the *PPP* or similar form and come up with businesses to target that could benefit from contributions of the jc. Businesses should be identified, along with the parties responsible for implementing a plan for employment.
  - iii. The payment of D1B will be authorized once the team meets, the results shared and employers identified. This meeting drives continued job development activities.



Section II Discovery  
Team Meeting Dialogue

2. **Positive Personal Profile (PPP):** Once the information needed to “get to know the person at their best” has been collected, it should be summarized by the CRP using the *Positive Personal Profile* (TransCen) or comparable form (i.e. Marc Gold and Associates/Mike Callahan, or Griffin-Hammis Associates).



Positive Personal  
Profile (2).doc

**Information obtained in Discovery is provided by CRP staff to IVRS in order for it to be readily transferred into a job candidate's Individual Plan for Employment (IPE).**

## **Assessment/Evaluation Services D2 – D8**

In addition to responsibilities outlined for each D-code below, there is **one form for D2 - D8**

### **1. Employment Analysis **Section III** <http://www.ivrs.iowa.gov/partners/CRP/CRPForms.html>**



Section III  
Assessment Evaluation

#### **Workplace Readiness Assessment and Report (D2 & D3)**

##### **A CRP providing D2 & D3 services should:**

1. Clarify questions identified by IVRS counselor and job candidate (as needed).
2. Provide written identification of business, contact person, job assignment and start date to IVRS.
3. Evaluate job candidate on the worksite and provides written documentation assessing job candidate's performance.
4. Track number of hours spent at worksite in order to pay job candidate and submits reimbursement for wages paid to job candidate to IVRS.
5. Outline vocational recommendations in Report to share with IVRS and job candidate at team meeting.

#### **Comprehensive Vocational Evaluation (D4)**

##### **A CRP providing D2 & D3 services should:**

1. Receive questions from IVRS counselor and job candidate.
2. Develop assessment plan and timeline and identify methodology and tools needed to answer questions
3. Schedule team meeting to share information, communicate assessment results and coordinate the development of an Employment Plan.
4. Provide comprehensive vocational evaluation report to IVRS.

#### **Job Shadow (D7)**

##### **A CRP providing D7 services should:**

1. Facilitate job shadowing activities with job candidate and employer/business.
2. Provide individualized services to identify occupations and training programs compatible with a job candidate's preferences, strengths abilities and needs.
3. Prepare a final report that incorporates job shadowing results.
4. Report on job shadow results in meeting scheduled with IVRS and job candidate.

#### **Career Exploration (D8)**

##### **A CRP providing D8 services should:**

1. Research, through various media, labor market information, occupational skill requirements, wage data, occupational projections and training providers.
2. Prepare a final report that incorporates career exploration results.
3. Provide results of research or exploration activities to IVRS.

## **Occupational Skills Training (D11)**

**There is not a specific form, however a CRP providing D11 services should:**

1. Share written report of outcomes and recommendations of Occupational Skills Training with IVRS counselor and job candidate.

## **Work Adjustment Training (D12)**

**There is not a specific form, however a CRP providing D12 services should:**

1. Identify negative work habits and behaviors presented by a job candidate.
2. Develop strategies to remedy inappropriate habits and behaviors.
3. Implement training modifying habits and behaviors.
4. Share written report of outcomes and recommendations of Work Adjustment Training on Employment Plan with IVRS counselor and job candidate.

## **Job Seeking Skills Training (D13)**

**There is not a specific form, however a CRP providing D13 services should:**

1. Identify barriers and strategies required for remediation.
2. Provide training in one or all of the following areas:
  - Writing a resume
  - Interviewing
  - Completing applications
  - Writing follow-up letters
  - Accessing the hidden job market
  - Discussing disability issues
  - Understanding ADA rights in the interview process
  - Making cold calls
  - Practicing interviewing using mock interviews
  - Preparing for work through job readiness, etc.
3. Share written report of outcomes and recommendations of Job Seeking Skills Training with IVRS counselor and job candidate.

## **Transportation Training (D14)**

**There is not a specific form, however a CRP providing D13 services should:**

1. Identify barriers and strategies required for remediation.
2. Train job candidate on appropriate route to successfully navigate mass transit as demonstrated by independent trials.
3. Share written report of outcomes and recommendations of Transportation Training with IVRS counselor and job candidate.

## **Supported Employment Services D15 – 23**

There are **two forms** associated with Supported Employment Services (SES), in addition to reports. The **Employment Analysis Section IV**: <http://www.ivrs.iowa.gov/partners/CRP/CRPForms.html> includes:

### **1. Supported Employment Placement Agreement( SEPA) for Job Development (D151)**



Section IV SE  
Placement Agreement

### **2. Job Analysis for Employer Development (D15A)**



JobAnalysisForm.doc

## **Job Development (D151)**

Complete Section IV – SEPA: IVRS issues D151 payment to a CRP for an IVRS job candidate under age 23 who requires SES, as well as an IVRS job candidate who does not receive Waiver services when the SEPA is signed.

1. Responsibilities for placement activities are outlined and include projected timeframes and dates for accomplishing SES at team meeting.
2. A list of businesses will be kept and available for review to document contact and marketing efforts with businesses, including any recommendations for work-site modifications.

## **Job Development (D152)**

Provide report substantiating job placement to IVRS counselor (in a business or industry that pays commensurate wage at or above minimum wage).

## **Employer Development (D15A)**

Complete a **Job Analysis** for the specific job that has been developed (identifying job specific requirements, soft skill requirements, teaching strategies, timeframes and responsibilities).

When training and/or technical assistance is provided, documentation of results is forwarded to IVRS.

## **Customized Employment (D15B)**

**There is not a specific form, however a CRP providing D15B services should:**

1. Connect with employer to understand their needs and analyze worksite.
2. Provide job search log of employers contacted and outcome(s) of negotiation and development activities to IVRS.
3. Schedule staffing within one month to discuss progress with job candidate and team and update IVRS monthly.
4. Provide job description that documents the job is unique, different, or reflects a position that did not currently exist.

## **Job Coaching (D20 – 23)**

**There is not a specific form, however a CRP providing job coaching (D20 – D23) should:**

1. Develop and submit a plan for job coaching to IVRS for approval.
2. Document time spent with an employer and new hire, and provide report that outlines number of hours devoted to job coaching and training.
3. Provide notice of job stabilization to IVRS for payment indicating plan for continued job coaching.
4. Submit documentation of employer satisfaction and report when stabilization occurs.

Individuals providing job coaching services who are paid by IVRS are expected to report on a job candidate's progress at least every other week. A job coach under contract with IVRS should provide information about a job candidate's progress via email, phone or face-to-face to comply with reporting requirements for this service.

## Codes D16 & D17 require approval from an IVRS supervisor.

Documentation for D16 & D17 services can be provided by a CRP by reprinting this page.

### Follow Up (D16)

Client name: \_\_\_\_\_  
 Service provider: \_\_\_\_\_  
 Staff name: \_\_\_\_\_  
 IVRS counselor name: \_\_\_\_\_  
 Date Job Follow Up started: \_\_\_\_\_  
  
 Name of employer: \_\_\_\_\_  
 Name of supervisor: \_\_\_\_\_  
 Address and zip code: \_\_\_\_\_  
  
 Job title: \_\_\_\_\_  
 Job duties: \_\_\_\_\_  
 Current wage: \_\_\_\_\_  
 Current hours per week: \_\_\_\_\_  
 Current benefits: \_\_\_\_\_

Milestones	Met		Quality Indicators	Met		Outcomes Payment Code D16	Met	
(Code D16) Job Follow Up Status 22	Y	N	Establish Follow Up strategies.	Y	N			
			Regular contacts per the agreed strategies.	Y	N			
			Problems that arise are discussed with the IVRS counselor to implement strategies.	Y	N	Outcome payment \$ 45-day written report after placement	Y	N

### Follow Up (D17)

Client name: \_\_\_\_\_  
 Service provider: \_\_\_\_\_  
 Staff name: \_\_\_\_\_  
 IVRS counselor name: \_\_\_\_\_  
 Date Job Follow Up started: \_\_\_\_\_  
  
 Name of employer: \_\_\_\_\_  
 Name of supervisor: \_\_\_\_\_  
 Address and zip code: \_\_\_\_\_  
  
 Job title: \_\_\_\_\_  
 Job duties: \_\_\_\_\_  
 Current wage: \_\_\_\_\_  
 Current hours per week: \_\_\_\_\_  
 Current benefits: \_\_\_\_\_

Milestones	Met		Quality Indicators	Met		Outcomes Payment Code D17	Met	
(Code D17) Status 26 Job follow up	Y	N	Follow Up reduced to monthly	Y	N			
			Client is an employee, working in a suitable job, and the job is stable	Y	N	Outcome payment \$ 90 day written report Employer Signature	Y	N

## **Codes D18 & D19 require approval from an IVRS supervisor.**

**Documentation for Non Supported Employment Job Coaching (D18) services can be provided by a CRP by reprinting this page of the Menu of Services Manual.**

### **Non Supported Employment Job Coaching (D18)**

Client name: \_\_\_\_\_

Service provider: \_\_\_\_\_

Staff name: \_\_\_\_\_ IVRS counselor name: \_\_\_\_\_

Service start date: \_\_\_\_\_

Name of employer: \_\_\_\_\_

Name of supervisor: \_\_\_\_\_

Address and zip code: \_\_\_\_\_

Start date: \_\_\_\_\_

Job title: \_\_\_\_\_

Job duties: \_\_\_\_\_

Current wage: \_\_\_\_\_ Hours per week: \_\_\_\_\_

Benefits (if available): \_\_\_\_\_

Date submitted (with claim): \_\_\_\_\_

Milestones	Met		Quality Indicators	Met		Outcomes Payment Points Code D18	Met	
(Code D18) Selected Job Coaching Status 187	Y	N	Job Coaching Plan developed, with work site/station analysis that is consistent with client's training needs.	Y	N			
Job is stable and suitable as defined by job coaching plan Status 22			One-on-one training occurs with the job coach until the skills are learned. Coach trains employer on training strategies and natural supports.	Y	N			
			Follow up with the employer per coaching plan after the one on one training ends.	Y	N			
			Client works independently with natural supports.	Y	N			
						Outcome Payment \$		
						Stabilization statement form.	Y	N

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## **Codes D18 & D19 require approval from an IVRS supervisor.**

**Documentation for Non Supported Employment Job Coaching (D19) services can be provided by a CRP by reprinting this page of the Menu of Services Manual.**

### **Non Supported Employment Job Coaching (D19)**

Client name: \_\_\_\_\_

Service provider: \_\_\_\_\_

Staff name: \_\_\_\_\_ IVRS counselor name: \_\_\_\_\_

Service start date: \_\_\_\_\_

Name of employer: \_\_\_\_\_

Name of supervisor: \_\_\_\_\_

Address and zip code: \_\_\_\_\_

Start date: \_\_\_\_\_

Job title: \_\_\_\_\_

Job duties: \_\_\_\_\_

Current wage: \_\_\_\_\_ Hours per week: \_\_\_\_\_

Benefits (if available): \_\_\_\_\_

Date submitted (with claim): \_\_\_\_\_

Milestones	Met		Quality Indicators	Met		Outcomes Payment Points Code D19	Met	
(Code D19) Client is permanently employed and no further services are needed Status 26	Y	N	Client maintains employment, employer satisfied demonstrated by client working in a suitable job, and the job is stable as evidenced by employer signature on Statement of Stabilization Form.	Y	N	Outcome Payment \$  Written report at minimum of 90-day follow up. Verification form signed, wage/benefit information included after placement and stabilization.	Y	N

Signature: \_\_\_\_\_

Date: \_\_\_\_\_